

AGENCY NAME:	Forestry Commission		
AGENCY CODE:	P120	SECTION:	043



Fiscal Year 2013-14 Accountability Report

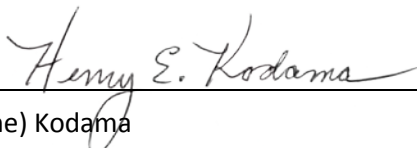
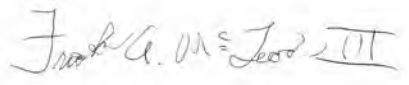
SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Forestry Commission is to protect, promote, enhance, and nurture the woodlands of SC, and to educate the public about forestry issues, in a manner consistent with achieving the greatest good for its citizens.
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	 9/15/2014
(TYPE/PRINT NAME):	Henry E. (Gene) Kodama
BOARD/CMSN CHAIR (SIGN/DATE):	 9/15/2014
(TYPE/PRINT NAME):	Frank McLeod

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AGENCY’S DISCUSSION AND ANALYSIS

The SC Forestry Commission was created in 1927 with its General Duties defined in State Code 48-23-90. In summary, the Code requires the Agency to make an annual report to the General Assembly on *“forest conditions ... including recommendations to the public as to reforestation. ... to prevent, control and extinguish fires, including the enforcement of ... laws pertaining to the protection of the forests and woodlands give such advice, assistance and cooperation to private owners of land and promote ... appreciation by the public of the advantages of forestry and the benefits cooperate with the federal government in the distribution of funds allotted to the State for forestry”* To meet its statutory requirements, the Forestry Commission created a mission, vision, and values statement and an associated Strategic Plan to direct its operations. A summary version of the mission statement is to “Protect and develop the forest resources of South Carolina.”

Commission staff and the agency’s Board of Commissioners conduct a detailed review and recording of the Agency’s progress toward attaining Strategic Plan goals on a quarterly basis. This action ensures that agency operations are properly aligned with its mission and informs the organization of its progress, direction, and purpose. This alignment also ensures that the Commission continues to effectively support the growth of the state’s forest industry to levels beyond its current \$17.4 billion economic impact and 90,000 jobs, making it the #1 manufacturing segment in the state regarding job numbers and payroll. (Fig. 1-3) Beyond forestry’s economic impact, forests cover two-thirds of the state at 13.1 million acres enhancing the state’s quality of life. A prime example of the Agency’s economic development actions and successes is its ongoing 20 by 15 Project with forestry partners. The Project was initiated by the agency to help the industry grow to \$20 billion of economic impact and over 100,000 jobs by 2015 and is on track to meet this goal. (Fig. 2)

Though the agency’s statutory requirements and mission have not changed since its inception, its size and configuration have changed dramatically in response to changing forest conditions, technology, and federal and state funding. Staffing exceeded 600 employees in the early 1990’s and dropped to about 400 by year 2005. To continue to accomplish its mission and reduce costs during this period, the agency implemented technological improvements to more efficiently monitor and report wildfire activity. The primary improvements were discontinuation of the fire tower system, and implementation of aerial surveillance and computerized dispatch technology. The organization also reduced its private landowner and manufacturing support service capacity in response to economic downturns. During the 2008 to 2011 downturn caused by the “great recession,” agency funding (inflation adjusted) dropped from \$19 million to \$10 million, and reduced employee numbers from 380 to 280. During this period, the Commission maintained as much wildfire fighting capacity as possible with much less funding and could only retain the existence of forest resource development and forest information & education departments. Recent improved state funding has allowed the restoration of about 35 of the 100 employees lost during the last downturn and the beginning of refilling positions other than direct fire control staffing. (PM 10, 24) Funding for firefighting equipment replacement and safety enhancements with enclosed-cab bulldozers has also improved due to passage of Act 271 in 2013 which provides annual baseline funding for five years and allocations of capital reserve funding to more rapidly replace unreliable equipment. (PM 7-10, Fig. 4, 5)

Information security is a task that is not specifically addressed in the Agency’s goals. Negative factors affecting this task are the constant and escalating attempts by hackers and thieves to damage information technology systems or steal sensitive data, an inadequate staff and budget to meet this threat, and a newly formed Division of Technology (DOT) that needs to ramp up to address the threats. A positive factor is the cooperative efforts by the DOT and the Agency to minimize or halt these threats. Successful efforts are being made to lessen the likelihood of security breaches through acquisition of new hardware, software, and monitoring systems and reducing the presence and retention of sensitive data, especially personally identifiable information. Plans to continue to improve performance include implementation of the 13 Information Security

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Policies, further reducing possession of sensitive information, improving individual and organizational security measures, and filling another IT position. (PM 5, 12, 13, 15, 24)

Safety and health issues are mentioned under Goal 5: Prepare to Meet Future Demands. (PM 25) This topic is a backdrop to all Commission activities to protect employees and the public, and is the Agency's top priority. This requirement is inherent to the Agency's emergency response function and capability. The Target Value is zero incidents and will always be "Job #1."

Over the past 5 years, federal funding has dropped by 25% from \$4 million to \$3 million. This drop is negatively impacting the 10 or so programs and services delivered by the Commission that are largely or entirely funded by the federal government. Examples include insect and disease control, incident command capacity, water quality protection, forest management, Forest Inventory and Analysis (FIA), and timber production. This funding decline has forced the Agency to request additional state budget funding to maintain this program suite which is critical to wildfire suppression, private forest landowner assistance, timber production, and the resulting forestry manufacturing jobs. (PM 1-4, 11-14, 20, 24, Fig. 1-3, 6)

Though the Forestry Commission has experienced almost nine decades of changing forest conditions, technologies, staffing, equipment, and economies; it has continued to operate in a lean manner and accomplish its mission of protecting and developing the state's forest resource. The organization has done so with utmost care and effective utilization of the taxpayer dollars provided. This frugal business model is effective because the Agency and its employees are always focused on its mission and goals as guided by a clearly stated and regularly reviewed Strategic Plan. This Accountability Report (AR) will highlight these accomplishments.

The Commission has five primary Goals identified in its AR that are aligned with its Mission, Strategic Plan, and statutory requirements. These Goals are Develop the Resource, Protect the Resource, Manage the Resource, Raise Awareness about the Resource, and Prepare to Meet Future Demands. For each Goal, the Agency has identified Strategies, Objectives, and Performance Measures to ensure their accomplishment. The Agency has included 25 of its 56 total Performance Measures (PM) in the AR.

The AR provides the Agency with the opportunity to submit a "Discussion and Analysis" section that comments on (1) Factors affecting the agency's performance during the past year, (2) Performance efforts and results, and (3) Plans to improve performance. This comment section appears below and is organized by the Agency's five goals.

Goal 1: Develop the Resource. Developing the resource by increasing timber production and expanding timber markets is critical to private landowner financial success and environmental care as well as for increasing forest product manufacturing job numbers.

Factors affecting performance in the past year:

- Positive factors – SC's up-to-date, accurate FIA timber inventory and record level of pine sawtimber to support economic development. (PM 3, 4, 12-15, 24, Fig. 2)
- Negative factors – Decreasing supply of pine pulpwood, ice storm damage, record low level of tree planting and inadequate staffing in nursery and tree improvement. (PM 5, 6, 12-15, 24, Fig. 2)

Performance efforts and results:

- Filled forest analyst position to serve new and expanding manufacturing. Retained needed FIA staffing and surpassed deadlines ensuring accurate data for industry growth. Supported \$354 million in industry investment, including two new biomass plants announced, new hardwood sawmill and veneer plants, and expansions in pine sawmills and wood panel plants generating 287 jobs. Conducting 2013 timber production analysis and industry assessment to grow and retain jobs. Assisted 2,434 landowners with timber production and delivered millions of dollars in reforestation incentives. Protected 13 million acres of forests from wildfire, insects, diseases, and water quality damage. Produced \$2.4 million in timber and other revenue to operate State Forests System and support county school systems. (PM 1-18, 24, Fig. 1-7)

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- Filled nursery manager and assistant positions to continue quality tree seedling production. Producing 3rd generation improved pine seed to increase timber production and landowner returns on investment. (PM 5, 6, 24, Fig. 2)

Plans to improve performance:

- Fill forest marketing specialist position. Retain 5-year FIA sampling cycle despite federal funding cuts. Continue 20 by 15 Project to reach \$20 billion economic impact by 2015. (PM 1-4, 12–15, 24, Fig. 1-3, 6)
- Rejoin Tree Improvement Coop to ensure improved tree genetics. Expand production of 3rd generation improved seed and seedlings. (PM 3, 5, 6, 24, Fig. 2)

Goal 2: Protect the Resource. Protecting the State’s forest resource, the public, and firefighters is a critical component of the agency’s mission.

Factors affecting performance in the past year:

- Positive factor - Favorable weather resulted in low to moderate wildfire occurrence.
- Negative factors - Reduced firefighting capacity - lack of personnel and old, unreliable equipment resulting in longer response time and larger, more destructive fires, and higher repair costs. (PM 7-10, Fig. 4, 5) Reduced capacity lessens agency ability to protect the forest resource, structures, the public and firefighters. Fire Supervisor capacity has been reduced by almost 50% since 2001.
 - Increasing turnover rate of new firefighters (dozer operators & supervisors) due to low salaries.
 - More complex wildfire control situations due to increased urbanization in forest and lack of capacity.
 - Increased harvesting requires more Best Management Practices (BMP) compliance exams. (PM 11)

Performance efforts and results:

- Improving fire weather network to improve predictions related to wildfire occurrence and severity.
- Increased and stable funding (Act 271, capital reserve & recurring funds) enabled the agency to acquire 36 safer, enclosed cab dozers (Fig. 4) toward the 160 target (210 existed in 2000) and restore 35 employees. With increased capacity (equipment and personnel) average wildfire response time decreased, but remains higher than 30 minute target (Fig. 5). Training hours of new personnel in wildfire suppression and forest management was increased 65% last year. (PM 7-10, 24, 25)
- Requested recurring funds for firefighter salaries - not funded. (PM 24)
- Requested recurring funds for restoring needed capacity – not fully funded. (PM 8-10, 24, Fig. 4)
- Provided training for loggers and conducted BMP exams to aid in ensuring compliance. (PM 11)
- Provided education, such as Firewise, which enables community wildfire risk mitigation. (PM 22)

Plans to improve performance:

- Increase wildfire prevention efforts to reduce fire occurrence, including hiring one additional Investigator. (PM 24) Law enforcement is one of the most effective fire prevention tools available.
- Prioritize equipment replacement for operator and public safety. Restore personnel and equipment capacity as funding allows. Continue requests for increased funding. (PM 8-10, 24, 25, Fig. 4, 5)
- Improve salaries and working conditions as funding allows, and minimize employee turnover. (PM 24)
- Continue training agency personnel and cooperators.

Goal 3: Manage the Resource. Providing forest management assistance to private landowners, management of State Forests for multiple uses, and promotion of healthy urban forests are critical components of the agency’s mission to support the state’s economy while protecting water quality, improving wildlife habitat, and providing other environmental benefits.

Factors affecting performance in the past year:

- Positive factor - High level of landowner satisfaction with quality of assistance provided. (PM 14)
- Negative factors - Lack of capacity – agency had 25 outreach foresters in 2001; down to 16 now (36% decrease). Foresters now have fire control duties due to reduced fire Supervisor capacity, further reducing capacity to provide assistance. (PM 12, 24, Fig. 6)

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- Reduction in federal funds - Forest Stewardship funding has been reduced 62% since 2007 and Urban & Community Forestry funding dropped 41% since 2009. (PM 12, 13, 20)
- Insufficient reforestation cost-share funding resulting in almost two year backlog. (PM 12-15, Fig. 2)
- Ice storm's tremendous forest damage (\$360 million across 25 counties) resulted in dramatic increase in requests for management assistance. (PM 12-15, 24, Fig. 2, 6)
- State Forest revenue is severely constrained by endangered species requirements and county school payments. State law requires 25% of forest product sales and user fee revenue be given to counties in which the forest is located. (PM 18, Fig. 7) The Commission is the only Agency with this requirement.

Performance efforts and results:

- Filled three outreach forester positions (2 full-time and 1 part-time) to better respond to requests, but time delays in providing assistance are still common; filled one forest technician position to oversee endangered species management compliance. (PM 11-20, 24, Fig. 2, 6, 7)
- On target with Red-cockaded Woodpecker (RCW) recovery; however, this restricts timber management options and revenue. Selling pine straw to help offset reduced timber revenue. (PM 16-19, Fig. 7)
- Seeking to improve efficiencies in workflow and financials; however, State Forests System is now unable to generate enough revenue to cover expenses - a serious concern, since the State Forests System is totally self-sufficient with zero state funding. (PM 17, Fig. 7)
- Contracted development of a new harvest scheduling model for state forests to ensure that these properties continue to be managed on a sustainable basis. (PM 16-19, Fig. 7)
- Lower number of landowners assisted during FY14 than in FY01 (2,434 versus 3,370). (PM 12, Fig. 2, 6)

Plans to improve performance:

- State funding is being requested to cover reductions in federal allocations for landowner assistance and urban forestry, to hire additional foresters to increase capacity to provide assistance, and to end the need to transfer funding from other programs. (PM 12-14, 20, 24)
- Refine timber harvest scheduling model to provide a more accurate estimate of revenue. (PM 16)

Goal 4: Raise Awareness about the Resource. Raising awareness among decision-makers and the public about the environmental and economic benefits of sound forest management is necessary to acquire needed legislation/policies, public support, and private landowner timber production.

Factors affecting performance in the past year:

- Positive factors - Students participating in the Wood Magic Forest Fair consistently show a significant gain in knowledge as documented by post-visit test scores. (PM 21)
-Number of participants in Wood Magic, Project Learning Tree and Teachers' Tour. (PM 22)
-Agency website and Facebook page receive high number of hits/likes. (PM 23)
- Negative factor - Significant capacity loss over 10 years resulted in a smaller outreach program and fewer education programs being conducted and publications produced. (PM 12, 24, Fig. 2)

Performance efforts and results:

- Filled Environmental Education Coordinator position which coordinates Wood Magic Forest Fair and Project Learning Tree, and assists with SC Teachers' Tour. (PM 21, 22, 24)
- Agency employees engaged with partner organizations in coordinating outreach efforts. (PM 22)

Plans to improve performance:

- Communications Director position will be filled in late September. (PM 21-24)
- Request funds for 9 additional foresters to increase capacity for outreach. (PM 12, 21, 22, 24, Fig. 2)

Goal 5: Prepare to Meet Future Demands. Employees are the Commission's most valuable resource. Through effective Human Resource practices, the agency is preparing to meet the future needs of the citizens of SC.

Factors affecting the agency's performance in the past year:

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- Positive factors - Increased appropriations enabled the restoration of 35 of 100 lost positions. Agency is progressing toward the target of 160 firefighters. (PM 10, 12-14, 24)
-Improved funding restored positions in communications, education and development. (PM 22, 24)
- Negative factors - Agency is still 5% below its target for frontline firefighters, causing firefighters to cover greater territory, increasing response time and fire size. (PM 7, 10, 24, Fig. 5)
- The Commission reportedly has 3rd lowest average salary of any state agency, which increases turnover, recruitment needs, training demands and costs. (PM 24)
-Forest management, communications, education and development positions have been vacant for several years due to past budget cuts, reducing landowner assistance and outreach and worsening the state's pine pulpwood shortage. (PM 12, 22, 24)
-Inadequate IT staff to implement State Information Security initiatives. (PM 24)

Performance efforts and results:

- New positions have restored some firefighting capacity but not adequately. (PM 7, 10, 24, Fig. 5)
- Agency has filled Forest Analyst, Forester, Education, and Nursery positions to increase landowner assistance and outreach. (PM 1-3, 5, 6, 12-15, 19, 24, Fig. 1, 2, 6)

Plans to improve performance:

- The agency requested funding to increase firefighter salaries last year and plans to make this request again for FY 2016. Firefighters were inadvertently left out when other emergency personnel received 2% increase two years ago. (PM 24)
- Request salary review of comparable SC agencies and other state agencies and seek corrections. (PM 24)
- Request funding for more foresters to increase landowner assistance, timber production, jobs and economic impact. (PM 1-3, 12-14, 24, Fig. 1, 2, 3, 6)
- Add one IT staff position in FY 2015 and request one additional IT position in FY 2016 to aid in implementing and maintaining State Information Security initiatives. (PM 24)

Summary and Conclusion

This Accountability Report fulfills its two primary purposes: providing information supporting the Agency's budget and providing a basis for Agency Head Salary Commission decisions. The report describes the Agency's Strategic Plan contents, performance measures, and outcomes and has linked program area attributes to key financial and performance measures as required by statute. The AR preparation process was designed to be introspective, and it was; ensuring that the Agency understands its legal mandates, meets its requirements, documents current outcomes, and plans to ensure successful future outcomes. In the Strategic Planning Template, 5 primary Goals, 14 Strategies, and 41 Objectives were identified. A total of 56 Performance Measures (PMs) were established for use in evaluating Objective accomplishment. The 25 PMs identified as being the primary ones were included in the PM template. Under the "Target Value" column for PMs, some Targets were stated as xxx/yyy to indicate that xxx was the FY Target based on current FY funding and that yyy was the desired target value needed to accomplish the Agency's mission.

In summary, the Agency's job #1 continues to be the safety of employees and the public that they serve and protect. (PM 25) To meet this goal, staffing and training must be adequate (Goal 5). Staff must also have adequate quantities of safe, reliable equipment. (Objective 2.2.1) Budget requests are designed to ensure safe working conditions for employees and living conditions for the public. Another top priority is the satisfaction and care of Agency customers, the citizens of South Carolina. Meeting this objective requires adequate funding and highly qualified, well-trained employees that meet individual citizen's needs as well as the overarching need to retain and increase forest industry job numbers statewide. (Goals 1-5) To accomplish these two overarching priorities, the most important Strategic Planning Objectives are 1.1.1, 1.1.3, 2.1.1, 3.1.1, 4.2.1, and 5.2.1. Adequate funding and sound management guided by this AR will ensure that the Agency meets these highest priority Objectives and supporting ones and accomplishes its statutory Duties to *"Protect and develop the forest resources of South Carolina."*

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Figure 1. Forest-Based Economic Development Impact

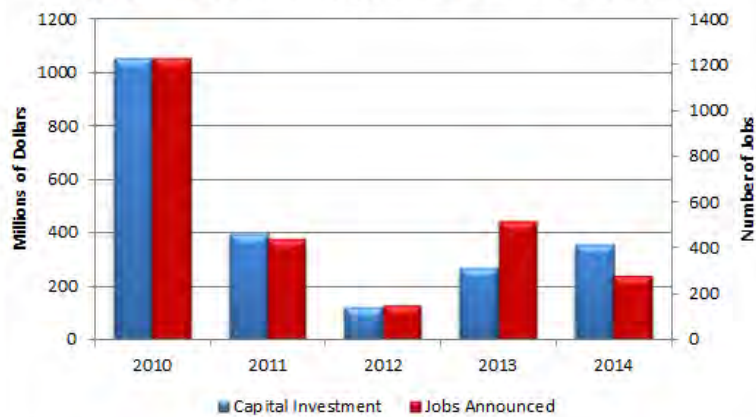


Figure 2. South Carolina Production of Primary Timber Products (1936 - 2011)

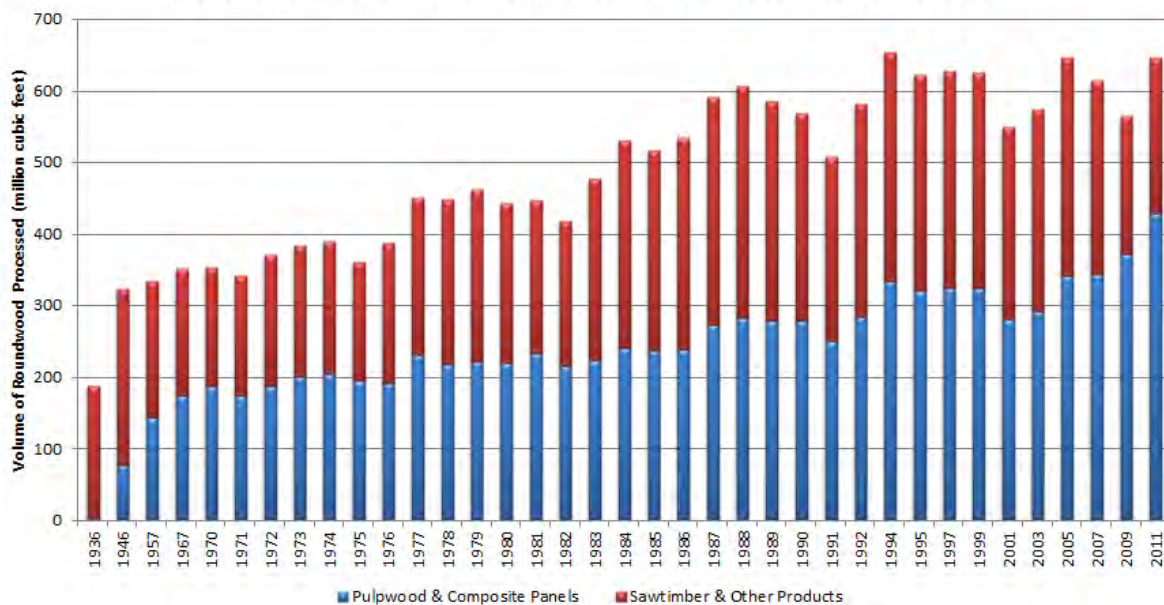


Figure 3. Economic Impact of South Carolina's Nature Based Industries (\$ Billions)

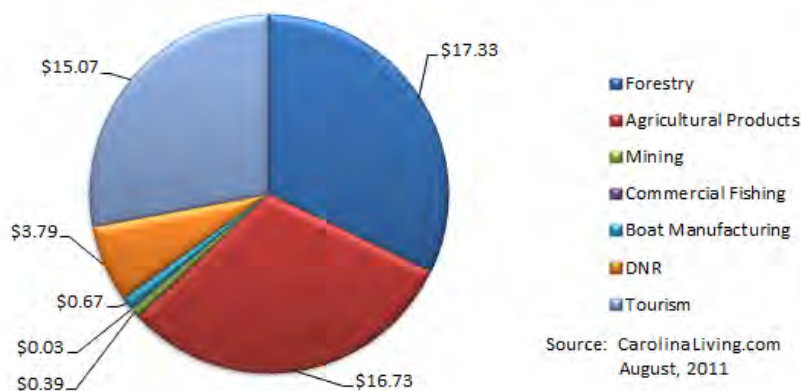


Figure 4. Firefighting Dozers By Service Life Category During FY2014

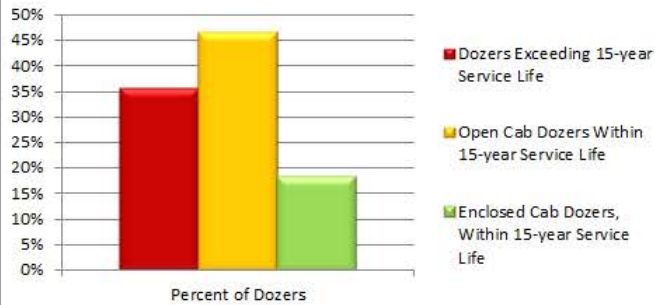


Figure 5. Average Fire Response Time in Minutes (Overall Goal: 30 minutes or less at full staffing levels)

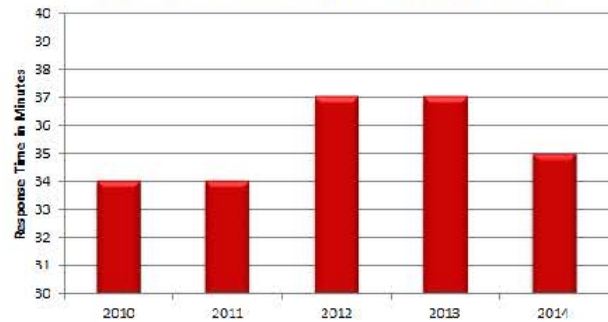


Figure 6. Landowners Assisted and Project Foresters by Fiscal Year

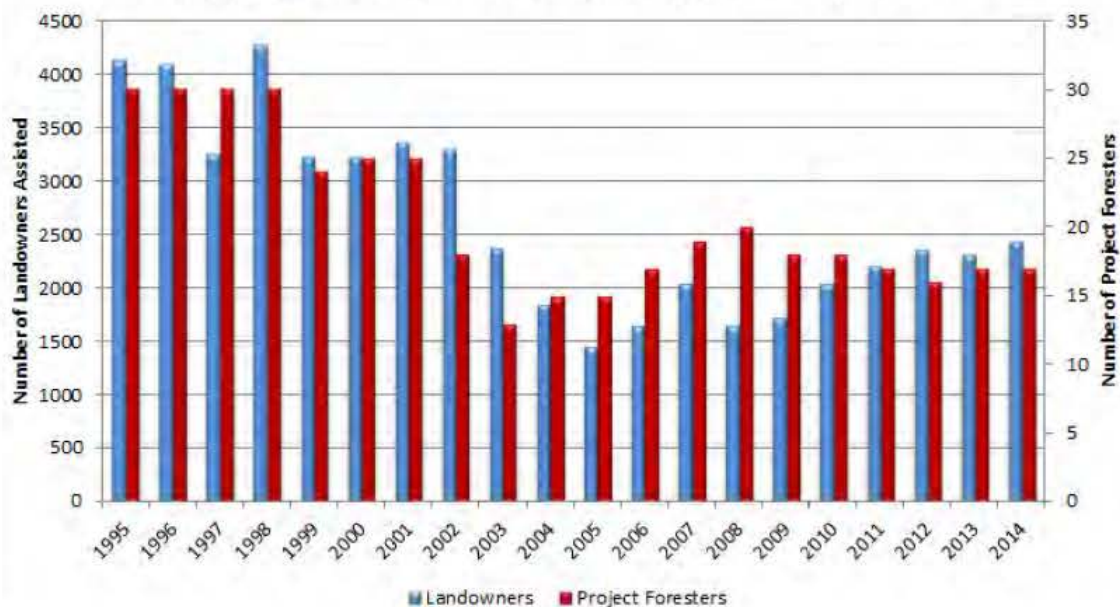
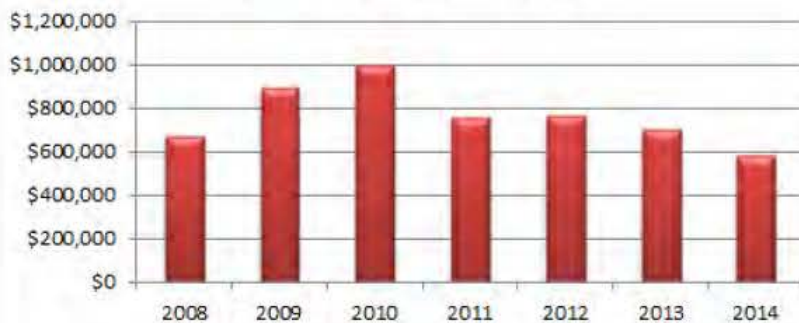


Figure 7. Payments to County School Districts from State Forests System



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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Provide administrative support, i.e. payroll, benefits, procurement, etc. to agency personnel (SC Code of Laws Title 48, Chapters 23 - 37).	\$ 831,381	\$ 810		\$ 832,191	\$ 881,075	\$ 1,516		\$ 882,591	1.1.1 - 1.3.3, 2.1.1 - 2.3.3, 3.1.1 - 3.2.3, 4.1.1 - 4.3.3, 5.1.1 - 5.3.3
II. Forest Protection and Development	Protect forests from harm from wildfires, forest pests, and natural disasters. Maintain a productive forest land base, provide quality tree seedlings, and develop a strong forest industry. (SC Code of Laws Title 48, Chapters 23 - 37).	\$ 12,918,055	\$ 2,768,664	\$ 4,372,601	\$ 20,059,320	\$ 14,694,671	\$ 6,102,124	\$ 3,826,357	\$ 24,623,152	1.1.1 - 1.3.3, 2.1.1 - 2.3.3, 3.1.1 - 3.1.3, 3.2.1, 3.2.3, 4.2.1, 4.2.2, 4.3.1 - 4.3.3, 5.1.1 - 5.3.3
III. State Forests	Manage state forests on a sustainable basis to provide multiple benefits and serve as a model for private forest landowners. (SC Code of Laws Title 48, Chapter 23).		\$ 2,698,494		\$ 2,698,494		\$ 2,769,335		\$ 2,769,335	1.1.2, 1.1.3, 1.3.1, 1.3.2, 2.1.1 - 2.1.5, 2.2.1, 2.2.2, 2.3.1 - 2.3.3, 3.1.4, 3.2.3, 4.1.2, 4.2.1, 5.1.1 - 5.3.3
IV. Education	Increase the public's awareness of the benefits of sustainable forest management, the advantages of forestry, and the values of forests. (SC Code of Laws Title 48, Chapter 23).	\$ 192,246	\$ 3,399	\$ 1,551	\$ 197,196	\$ 201,749		\$ 457	\$ 202,206	1.1.1 - 1.1.3, 1.3.1, 1.3.3, 2.1.2 - 2.1.5, 2.2.1, 2.3.1 - 2.3.3, 3.1.1, 3.1.4, 3.2.1 - 3.2.3, 4.1.1 - 4.3.3, 5.1.1 - 5.3.3

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Develop the Resource
S		1.1		Serve as a catalyst for promotion, development and expansion of the forest resource and forestry-related industry and jobs in SC.
O			1.1.1	<i>Provide leadership in the identification, recruitment and development of appropriate primary and secondary forest industries.</i>
O			1.1.2	<i>Cooperate with economic development organizations and forestry-related interests to promote forestry in SC.</i>
O			1.1.3	<i>Identify and recommend new mechanisms that would encourage management of forestlands for forest products and forest-related amenities.</i>
S		1.2		Provide policy makers, the forestry community, and the interested public accurate and timely information on the state's forest inventory and health.
O			1.2.1	<i>Maintain funds and personnel to re-measure the state's Forest Inventory and Analysis (FIA) plots on a five-year cycle.</i>
O			1.2.2	<i>Survey adequate forest plots to assess forest health and timber inventory.</i>
S		1.3		Maintain personnel and facilities to provide landowners with optimum quality forest tree seedlings.
O			1.3.1	<i>Produce genetically improved loblolly and longleaf seed to maximize timber production on public and private timberlands.</i>
O			1.3.2	<i>Partner with nursery and tree improvement research cooperatives to maintain access to technical expertise and high-value plant material.</i>
O			1.3.3	<i>Produce softwood and hardwood seedlings to meet the demand for planting stock by forestland owners and Christmas tree growers.</i>
G	2			Protect the Resource
S		2.1		Ensure prompt and effective response to wildfires and other natural disasters.
O			2.1.1	<i>Equip agency firefighters and dispatch centers with current technology, equipment and sufficient staffing.</i>
O			2.1.2	<i>Train SCFC personnel and cooperators for response to wildfires and other disasters.</i>
O			2.1.3	<i>Improve wildfire protection strategies, priorities and capabilities as the wildland-urban interface expands.</i>
O			2.1.4	<i>Increase wildfire prevention efforts, hazardous fuels reduction and enrollment in the Firewise Communities program.</i>
O			2.1.5	<i>Provide law enforcement services in wildfire and forest product theft and fraud arenas.</i>
S		2.2		Ensure prompt response to insects, other forest pests, and disease outbreaks and forest health concerns.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			2.2.1	Train agency personnel and cooperators on survey techniques, identification and control of forest pests.
O			2.2.2	Monitor forest insect and disease activity, including invasive species.
O			2.2.3	Maintain staffing, technology and equipment to combat forest pest problems on a timely basis.
S		2.3		Enhance water quality protection by increasing awareness and compliance with Forestry Best Management Practices (BMP).
O			2.3.1	Improve delivery of the Courtesy BMP Exam Program to protect water quality during forestry operations.
O			2.3.2	Provide BMP training to agency personnel, forest landowners and forest industry through the TOP Logger Program.
O			2.3.3	Continue BMP monitoring to document the implementation and compliance with Forestry Best Management Practices.
G	3			Manage the Resource
S		3.1		Provide improved land management services to landowners, including administering reforestation programs and providing technical forest management assistance designed to meet landowner's goals.
O			3.1.1	Provide forest management services to landowners to improve timber production, aid in efficient utilization of the timber resource, and foster conservation and multiple use of the forest resource.
O			3.1.2	Provide special services, for a fee, that are not adequately provided by the private sector, such as prescribed burning, firebreak plowing, and water bar construction.
O			3.1.3	Administer current reforestation programs. Actively seek partnerships that increase the diversity of sources for reforestation assistance and the funding available for forestry practices.
O			3.1.4	Use landholdings to demonstrate forest management techniques.
S		3.2		Provide technical, educational, and financial assistance in urban and community forestry to local governments and organized groups living and working within established developing and populated areas.
O			3.2.1	Assess needs and provide technical assistance in the development and management of public trees and forests by periodically contacting local government personnel, advocacy groups and professional organizations.
O			3.2.2	Develop and/or acquire tools to facilitate technical, educational, and financial assists and services.
O			3.2.3	Conduct on-site programs, provide literature and website information and work through partners to sponsor/present information regarding arboriculture, community forestry issues, and the value of ecosystem services to targeted audiences.

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Type	Goal	Item # Strat	Object	Description
G	4			Raise Awareness about the Resource
S		4.1		Provide forestry education programs for targeted audiences.
O			4.1.1	<i>Use Harbison State Forest and the Piedmont Forestry Center as forestry education centers, and expand programs to selected field locations. Provide conservation education programs such as Wood Magic Forest Fair and Project Learning Tree.</i>
O			4.1.2	<i>Partner with the SC Forestry Association to provide the annual Teachers' Tour and provide forestry educational material.</i>
S		4.2		Enhance the image of the Forestry Commission as an initial source for forest management information and assistance.
O			4.2.1	<i>Reach out to landowners through civic involvement, group meetings, tours, workshops, advertising, and other opportunities.</i>
O			4.2.2	<i>Market the agency's programs and services to targeted audiences.</i>
S		4.3		Increase interaction, cooperation, and communication with other state agencies, local governments, forestry organizations, universities, professional societies, environmental and conservation groups.
O			4.3.1	<i>Partner with SCFA, AF&PA, ACF, Clemson University, NASF, SGSF, and other related organizations to identify common messages and deliver to targeted audiences.</i>
O			4.3.2	<i>Improve contacts and communication with local governments.</i>
O			4.3.3	<i>Encourage SCFC personnel to participate in landowner associations and other forestry and conservation-related organizations.</i>
G	5			Prepare to Meet Future Demands
S		5.1		Maintain a capable, well-trained and diverse work team.
O			5.1.1	<i>Actively recruit and employ highly-qualified, diverse individuals who are committed to providing excellent customer service.</i>
O			5.1.2	<i>Support and encourage development and networking opportunities for agency personnel in work-related professional organizations/associations/societies.</i>
O			5.1.3	<i>Use the Exit Interview as a tool to improve work environment conditions, employee satisfaction and employee retention.</i>

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Accountability Report

Strategic Planning Template

Type	Goal	Strat	Object	Description
S	5.2			Review staffing levels and organizational structure to ensure agency is in a position to supply needed services.
O		5.2.1		<i>Review staffing levels and organizational structure to ensure continued forestry services are delivered cost effectively and efficiently.</i>
O		5.2.2		<i>Develop an agency workforce plan to ensure a continuous supply of highly trained, proficient workers.</i>
S	5.3			Provide employees with a safe and productive working environment.
O		5.3.1		<i>Maintain the agency's physical fitness standards based on the specific job requirements.</i>
O		5.3.2		<i>Conduct vehicle and equipment operation safety training to reduce the number of accidents.</i>
O		5.3.3		<i>Decrease the agency's workers' compensation injuries and accidents.</i>

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**Fiscal Year 2013-14
Accountability Report**

Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Announced capital investment in forestry	\$266.9 million	\$353.9 million	\$500 million	July 1 - June 30	SC Forestry Commission (SCFC) and SC Department of Commerce(SCDOC) Records, Monthly	Annual	Sum of \$ capital investment announced	1.1.1, 3.1.1, 3.1.3
2	Announced new job creation in forestry	521 jobs	287 jobs	500 jobs	July 1 - June 30	SCFC and SCDOC Records, Monthly	Annual	Sum of # new jobs announced	1.1.1, 3.1.1, 3.1.3
3	Industry Timber Production and Consumption (thousand cubic feet)	564,171	646,106	750,000	January 1 - December 31	US Forest Service Timber Products Output (TPO) Program, Biennially	Biennial	Data derived from TPO survey	1.1.1, 1.1.2, 3.1.1 - 3.1.4, 3.2.1
4	Forest Inventory and Analysis (FIA) plot production	647 (100%)	641 (100%)	639 (100%)	January 1 - December 31	US Forest Service FIA Program, Monthly	Annual	Sum of # plots completed (% of goal)	1.1.1, 1.2.1, 1.2.2, 5.1.1, 5.2.2
5	Seedlings Sold	2,172,191	2,245,388	3,247,000 /10,000,000	July 1 - June 30	SCFC Seedling Sale Records, Weekly	Annual	Sum of # of seedlings sold	1.3.1 - 1.3.3, 3.1.1, 3.1.3
6	3rd generation improved seed produced (pounds)	32	100	1,000	July 1 - June 30	SCFC Cone Harvest Records, Annually	Annual	Sum of # of seed processed	1.3.1 - 1.3.3, 5.1.2
7	Average Wildfire Response Time (minutes)	37	35	30	July 1 - June 30	Agency Dispatch Records, Monthly	Annual	Time between initial report of wildfire and arrival of first firefighting unit	2.1.1 - 2.1.3
8	Firefighting Dozers within 15 yr. service life	64%	65%	100%	July 1 - June 30	Agency Fleet Records, Annually	Annual	Analysis of age of dozers in agency fleet records	2.1.1 - 2.1.4
9	Frontline Dozers with enclosed cabs	16%	25%	33%/100%	July 1 - June 30	Agency Fleet Records, Annually	Annual	Number of enclosed cabs divided by number of manned frontline dozers	2.1.1, 2.1.3, 2.1.4, 3.1.2
10	Manned Frontline Firefighting Units	134	146	151/160	July 1 - June 30	SCEIS RH010.1A & SCEIS RH010.1B Reports, Daily	Monthly	SCEIS reports sorted to provide number of budgeted Forestry Technician I and Forestry Warden FTEs	2.1.1, 2.1.3, 2.1.4, 3.1.2, 5.1.1, 5.2.1
11	Forestry Best Management Practices (BMP) Compliance	99%	93%	>95%	Triennial	Agency Records, Triennially	Triennial	Periodic BMP Monitoring Surveys	2.1.2, 2.3.1 - 2.3.3, 3.1.1 - 3.1.4, 3.2.1 - 3.2.3, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 4.3.1, 4.3.2, 5.2.1
12	Landowners assisted	2,320	2,434	2,500/3,200	July 1 - June 30	SCFC 3209-1 Database, Monthly	Monthly	Total number of forest landowners who receive assistance documented by a case file or other written record. A landowner is to be recorded only once during a fiscal year regardless of the number of times assisted.	1.1.3, 1.3.1, 1.3.3, 2.1.4, 2.1.5, 2.2.1, 2.3.2, 3.1.1 - 3.1.4, 3.2.1 - 3.3.3, 4.2.1, 4.2.2

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Accountability Report

Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
13	Forest Management technical assistance provided by SCFC Foresters (acres)	95,902	136,132	95,000/190,000	July 1 - June 30	SCFC 3209-1 Database, Monthly	Monthly	Total number of acres for which written recommendations have been provided. The sum of Rural Forestry Assistance (RFA) New, RFA Revised, Forest Stewardship Program (FSP) New, FSP Revised and Cost Share Exams.	1.1.3, 1.3.1, 1.3.3, 2.1.4, 2.1.5, 2.2.1, 2.3.2, 3.1.1 - 3.1.4, 4.2.1, 4.2.2
14	Forest Management assistance customer satisfaction level	96%	95%	100%	July 1 - June 30	SCFC Survey, Daily	Quarterly	Averaging of all survey responses from recipients of RFA and Stewardship plans, forestry services, and cost share assistance	1.1.3, 2.1.4, 2.1.5, 2.2.1, 2.3.2, 3.1.1 - 3.1.4, 4.2.2, 5.1.1
15	Forest Renewal Program (FRP) reforestation backlog	\$1,102,577	\$1,410,313	\$1,000,000/ \$500,000	June 30	SCFC FRP Database, Daily	Annual	Total value of all unfunded FRP applications at the completion of initial allocation for the fiscal year. The sum product of the acres of approved practices and the cost share rates.	1.1.3, 1.3.1, 1.3.3, 2.1.4, 2.1.5, 2.2.1, 2.3.2, 2.3.3, 3.1.1 - 3.1.4, 4.1.2, 4.2.2
16	State Forests - Gross Revenue	\$2,146,257	\$2,363,876	\$2,600,000	June 30	Agency Records, Periodically	Annual	Sum of all revenue generated on all state forests	1.1.2, 1.1.3, 1.3.1, 1.3.2, 2.1.1 - 2.1.5, 2.2.1, 2.2.2, 2.3.1 - 2.3.3, 3.1.4, 3.2.3, 4.1.2, 4.2.1
17	State Forests - Net Revenue	\$149,540	(\$354,969)	\$100,000	June 30	Agency Records, Periodically	Annual	Sum of all expenses subtracted from the sum of all revenue	1.1.2, 1.1.3, 1.3.1 - 1.3.3, 2.1.1 - 2.1.5, 2.2.1, 2.2.2, 2.3.1 - 2.3.3, 3.1.4, 3.2.3, 4.1.2, 4.2.1
18	State Forests - Payments to county school districts	\$704,024	\$585,420	\$500,000/\$200,000	June 30	Agency Records, Annually	Annual	Sum of all forest product sales, rental payments, and user fees generated on agency-owned land multiplied by 25% (Agency's target is to have this reduced to 10%)	1.1.2, 1.1.3, 1.3.1, 1.3.2, 2.1.1 - 2.1.5, 2.2.1, 2.2.2, 2.3.1 - 2.3.3, 3.1.4, 3.2.3, 4.1.2, 4.2.1
19	Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest	78	77	127	June 30	Collected by SCFC personnel, Periodically	Annual	Sum of all active groups as defined by US Fish & Wildlife criteria	1.1.3, 2.1.2 - 2.1.4, 2.2.1, 2.2.2, 2.3.2, 3.1.4, 3.2.3, 4.1.2, 4.2.1
20	Urban & Community Forestry program outreach (citizens served)	2,419,433	1,815,661	2,000,000/ 2,500,000	July 1 - June 30	Agency Records, Monthly	Quarterly	Sum of the census populations of communities assisted	1.2.2, 2.1.3, 2.1.4, 2.2.2, 2.2.3, 3.2.1 - 3.2.3, 4.1.1, 4.1.2

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Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
21	Test Score Improvement - Wood Magic Forest Fair	68%	62%	>60%	Fall	event records, available in December	Annual	Increase in knowledge of Wood Magic participants as calculated by dividing the average of the pre-test scores by the average of the post-test scores expressed as a percentage	1.1.2, 2.1.4, 2.3.1, 3.1.1, 3.1.4, 3.2.2, 3.2.3, 4.1.1 - 4.3.2, 5.1.1, 5.2.1, 5.2.2
22	Forestry education programs (participants)	1,401	1,723	2,500	Fall	event records, Annually	Annual	Sum of number of all teachers and students participating in Wood Magic, Project Learning Tree and Teachers' Tour events	1.1.2, 2.1.4, 2.3.1, 3.1.1, 3.1.4, 3.2.2, 3.2.3, 4.1.1 - 4.3.2, 5.1.1, 5.2.1, 5.2.2
23	SCFC website hits	4,371,173	5,138,807	5,500,000	July 1 - June 30	provided by host of website, Monthly	Annual	Sum of number of visits of all individual SCFC web pages	1.1.1 - 1.1.3, 1.2.1, 1.2.2, 1.3.1, 1.3.3, 2.1.2 - 2.1.5, 2.2.1, 2.3.1 - 2.3.3, 3.1.1 - 3.1.4, 3.2.1 - 3.2.3, 4.1.1 - 4.3.2, 5.1.1
24	Staffing Level (FTEs)	331.55	349.55	380	July 1 - June 30	SCEIS RH010.1A & SCEIS RH010.1B Reports, Daily	Monthly	Sum of appropriated FTEs	5.1.1, 5.2.1, 5.3.1
25	Work-related accidents/injuries	8	16	0	July 1 - June 30	Claims Activity Report & Accord Form, Daily	Monthly	Secondary reporting from predetermined calculations	5.3.1 - 5.3.3